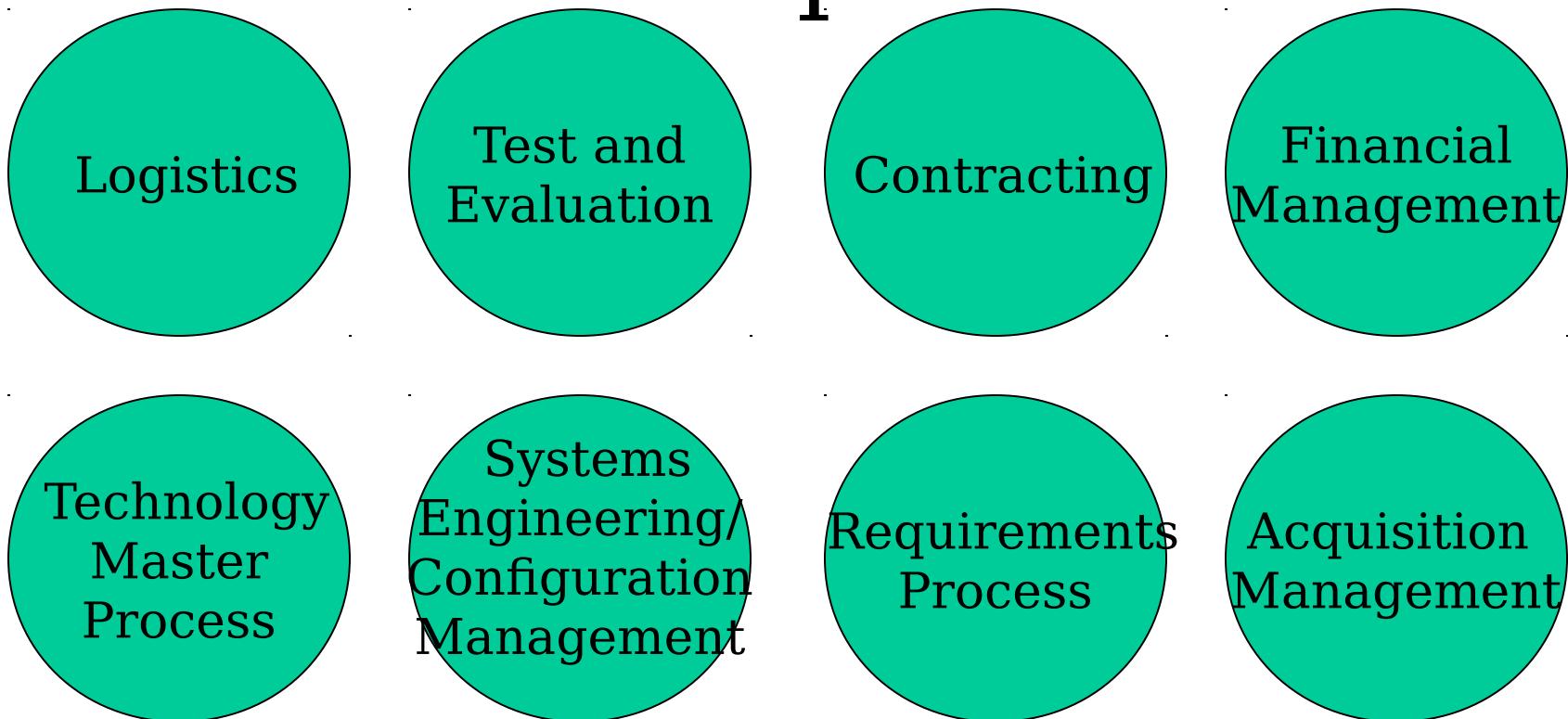


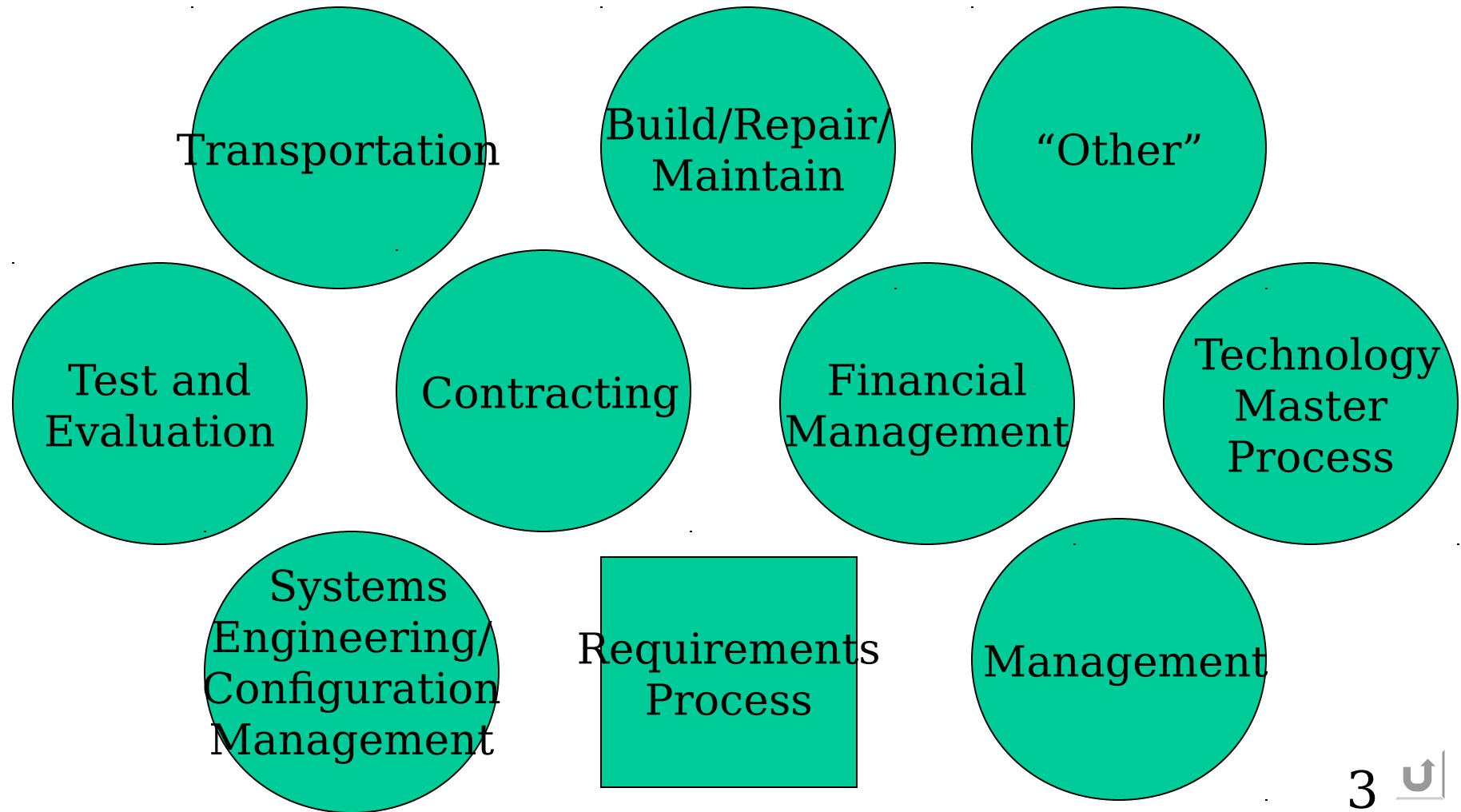
The Air Force Acquisition and Sustainment Enterprise

Preliminary Draft
Prepared by the Dynamics Research Corporation
July 30, 1998

The Air Force Acquisition and Sustainment Enterprise

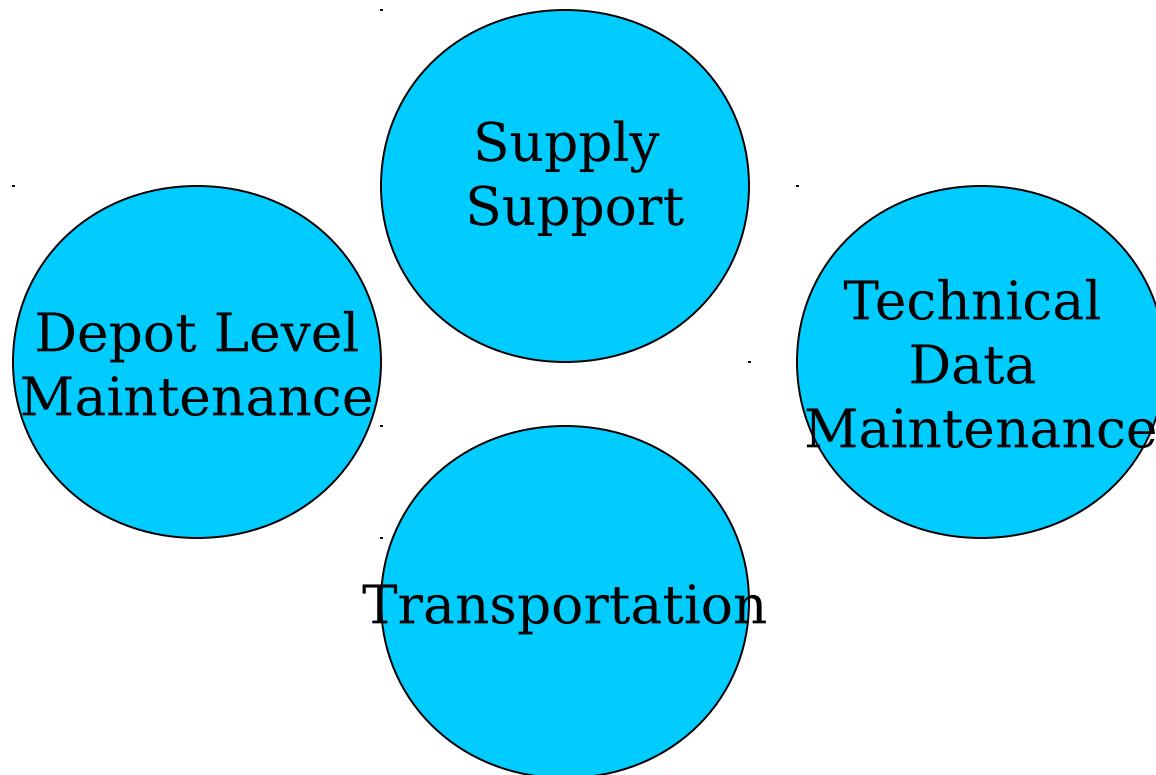


The Air Force Acquisition and Sustainment Enterprise: Another View



- The Air Force Acquisition and Sustainment Enterprise

Logistics



- The Air Force Acquisition and Sustainment Enterprise
- Logistics

Definition:

Depot Level Maintenance

“Maintenance performed on material requiring major overhaul or a complete rebuild of parts, assemblies, subassemblies, and end items including the manufacture of parts, modification, testing, and reclamation as required. Supports organizational... maintenance activities by more extensive shop facilities and equipment and personnel of higher technical skill than are normally available at the lower level of maintenance.”

From Defense Acquisition Acronyms and Terms; September 1991

- The Air Force Acquisition and Sustainment Enterprise
- Logistics

Depot Level Maintenance

Assess
Capability

Plan,
Prioritize,
& Schedule

Repair of
Products



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance

Definition:

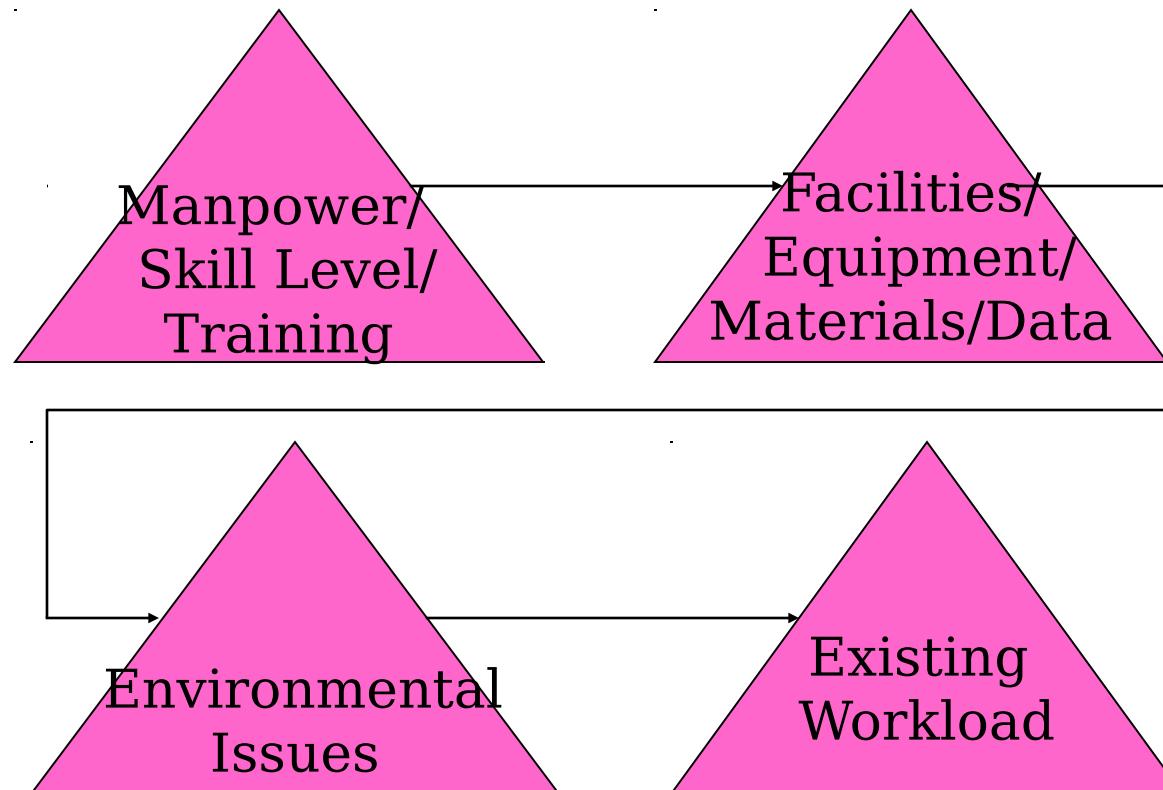
Assess Capability

“ An assessment of the existing capability... to determine [the] ability to fulfill the customer's requirements. This assessment must include such items as manpower, skill level of the workforce, facilities, equipment, environmental issues, and existing workload...”

From: Defense Acquisition DeskBook
March 31, 98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance

Assess Capability



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Definition:

Manpower/Skill Level/Training

An assessment of the repair center's availability of manpower and degree of expertise required to complete the customer request. Determination is made whether current personnel meet the requirements of the workload or whether additional training or hire of new employees is required.

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Manpower/Skill Level/Training

What questions do I ask?	Where do I get information?	Is this source currently part of a digital environment?
How much manpower is required to complete the task?	Previous Task Orders	No
What skill levels are required to complete the task?	Previous Task Orders Certification Sheets	
Are Personnel available with appropriate skill levels?	Coordination with scheduler	Yes

How do we make this information available in an integrated digital environment?

- Web-based request systems
- E-mail

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Definition:

Facilities/Equipment/Materials/Data

Assessment of the repair centers available facilities, equipment, materials and data required to fulfill the work request. Assessment must include any special test fixtures required to repair the asset.

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Facilities/Equipment/Materials/Data

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Definition:

Environmental Issues

Consideration of current laws, regulations and EPA guidance when evaluating environmental requirements of any new or existing workload.

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Environmental Issues

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Definition:

Existing Workload

A review of the existing workload to determine the ability to repair the asset within the required time frame. This must consider the priority of the asset and the potential impact to the mission.

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Assess Capability

Existing Workload

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance

Definition:

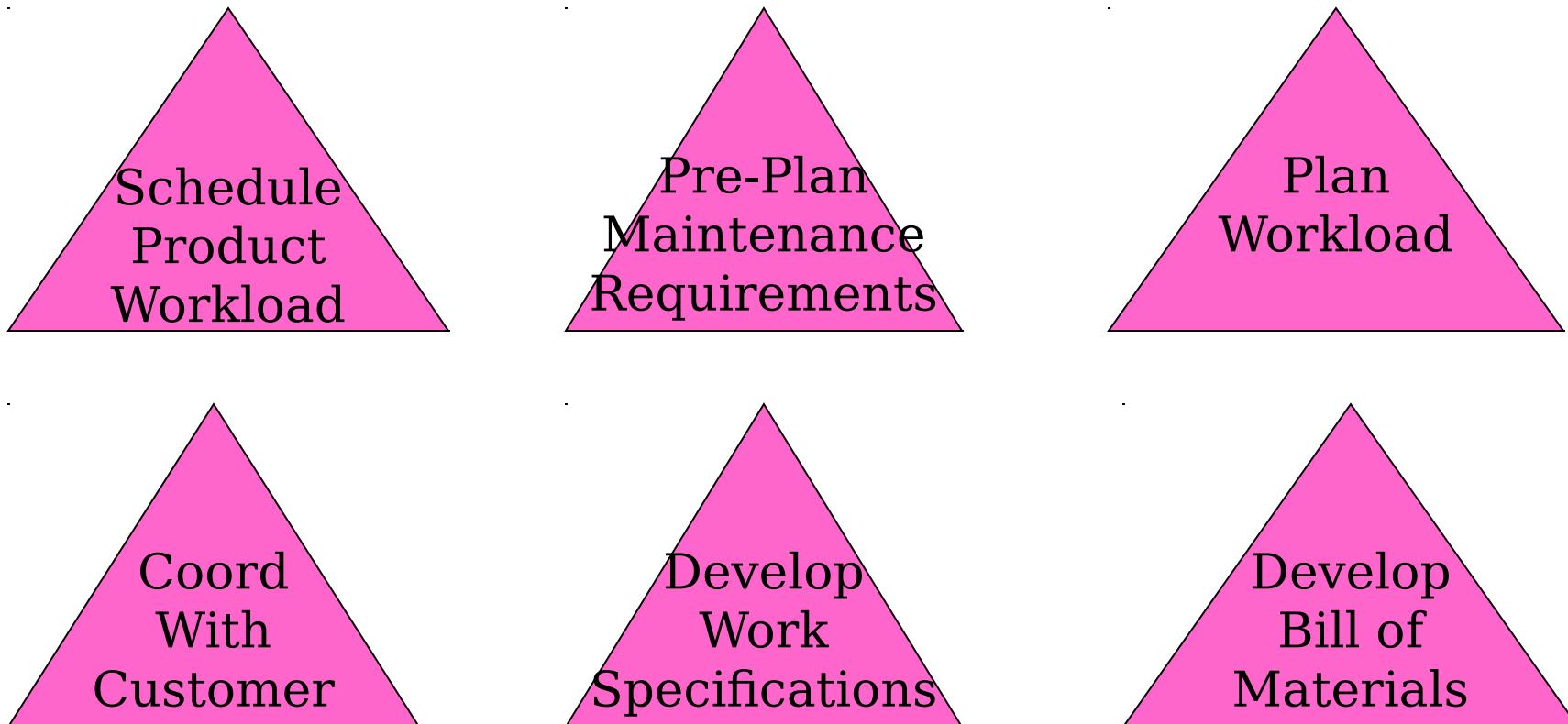
Plan/Prioritize/Schedule

Planning determines the equipment and materials needed to accomplish the work while prioritization and scheduling determines the sequence of the workload and the time frames for repair.

From: Defense Acquisition Deskbook
March 31, 98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance

Plan/Prioritize/Schedule



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance

Plan/Prioritize/Schedule (Cont'd)



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Schedule Product Workload

Provides control of the workloads to allow timely completion of the jobs. Uses the tools provided by planning to ensure proper shop loading of end item, manpower and the acquisition of the component parts.

From: Defense Acquisition Deskbook
March 31,98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Schedule Product Workload

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Pre-Plan Maintenance

~~Requirements~~

“Determines the available man hours that will be needed to accomplish the funded, supportable workload.”

From: Defense Acquisition Deskbook
March 31, 98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Pre-Plan Maintenance Requirements

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Plan Workload

The computation of workloads using the Depot Level Maintenance and Program Management System. Funding strategies are applied to each category of work. Centers submit an annual Program Authority funding document which details their funding requirements by source of repair during the months of January and February.

From: Defense Acquisition Deskbook
March 31, 98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Plan Workload

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Coordinate With Customer

“Coordinate and verify work actions with the customer which includes available technical data, test equipment/tooling required . . .”

From: Defense Acquisition Deskbook
March 31,98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Coordinate With Customer

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Develop Work Specifications

The development of “work routes, flow processes, tech data and other information needed to accomplish the assigned task.”

From: Defense Acquisition Deskbook
March 31,98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Develop Work Specifications

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Develop Bill of Materials

“Developed by Maintenance Planners, and identifies material requirements for each production number. BOM is the composite data base that identifies material required for end item repair, provides for mechanized material projection and ... for determination of material supportability and ... costs.”

From: Defense Acquisition Deskbook
March 31,98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Develop Bill of Materials

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Ensure Trained People Available

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Ensure Materials Available

“The establishment of “stock levels and the [ordering] of parts ahead of need to provide parts supportability.”

From: Defense Acquisition Deskbook
March 31,98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Ensure Materials Available

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Definition:

Workload to Contractor Repair Sources

From: Defense Acquisition Deskbook
March 31, 98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance
- Plan/Prioritize/Schedule

Workload To Contractor Repair Sources

How do we make this information available in an integrated digital environment?

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance

Definition:

Repair of Products

A series of events which occur in order to repair the asset, ranging from monitoring the work scheduled to delivering the repaired product to the customer. (Note: there are 33 various activities identified in the below listed reference which further describes the Repair Process).

From: Defense Acquisition Deskbook
March 31,98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Depot Level Maintenance

Repair of Products

- The Air Force Acquisition and Sustainment Enterprise
- Logistics

Definition:

Supply Support

Provide materiel to support the Air Force worldwide readiness mission requirements.

This discipline involves determining, procuring and projecting supply and fuel requirements, along with assessing current stock levels, equipment allowances and authorizations.

From: Air Force Pamphlet 23-113; The Supply Officer Guide; March 96; Section 3.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics

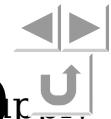
Supply Support

Issue
&
Requisition

Quality
Assurance

Inventory

Storage
&
Distribution



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Definition:

Issue and Requisition

“

From:

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Issue and Requisition



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Definition:

Quality Assurance

“... all actions necessary to develop confidence that product functional performance and physical uniformity requirements are established, and that delivered products and services conform to those requirements.”

From:

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Quality Assurance



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Definition:

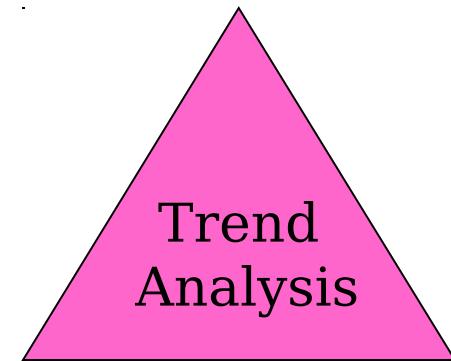
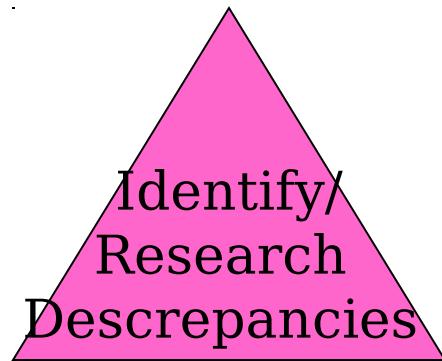
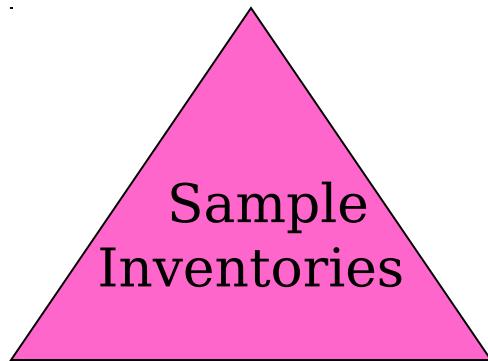
Inventory

A detailed accountability of items or substances received and stored for the process of distribution. Entails identification of discrepancies and prompt processing of adjustments as necessary.

From: AF Pamphlet 23-113; The Supply Officer Guide; March 96; Section 7.5.5

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Inventory



- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Definition:

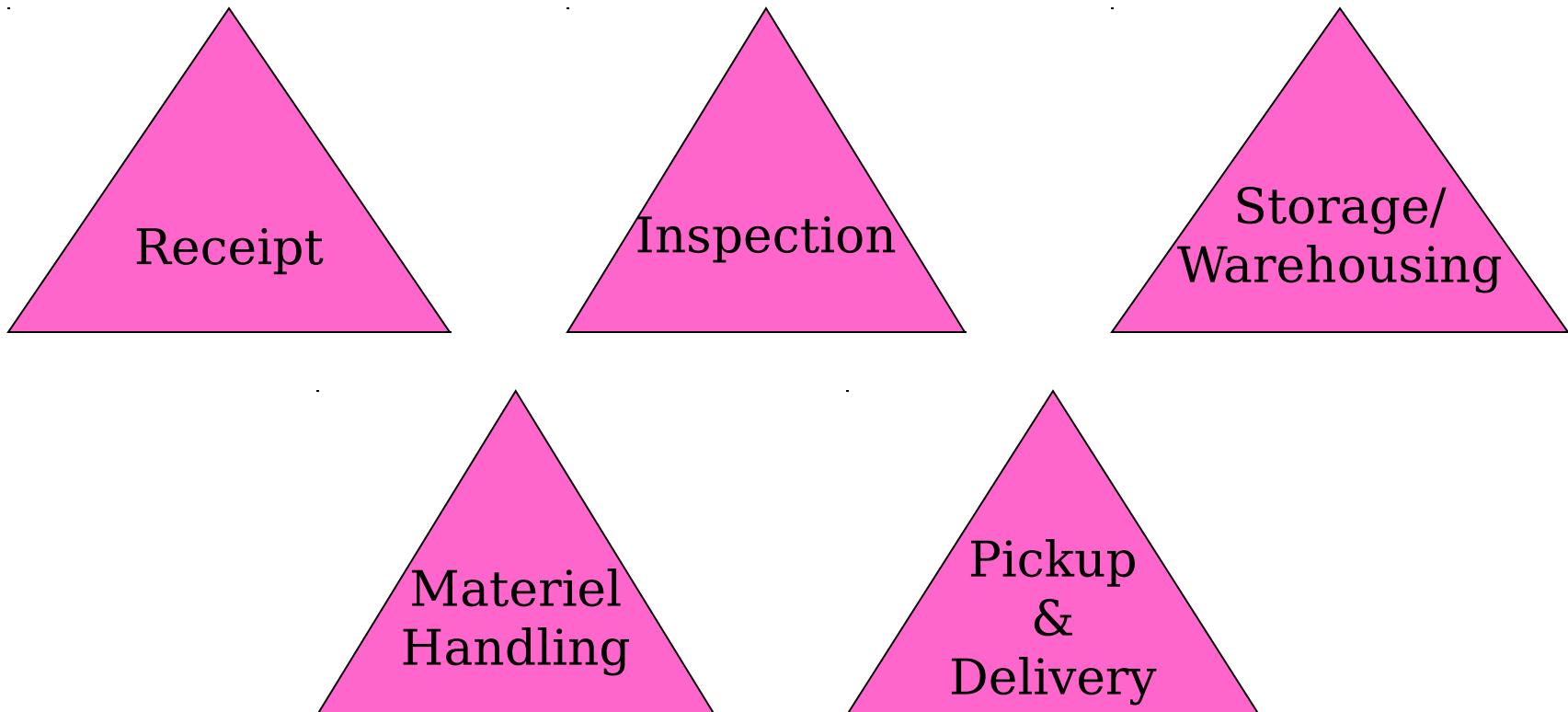
Storage & Distribution

The proper housing, care and handling of all supplies and equipment from the point of receipt to delivery.

From: Defense Acquisition Deskbook
March 31, 98 Section 2.7.1

- The Air Force Acquisition and Sustainment Enterprise
- Logistics
- Supply Support

Storage & Distribution



- The Air Force Acquisition and Sustainment Enterprise

Definition:

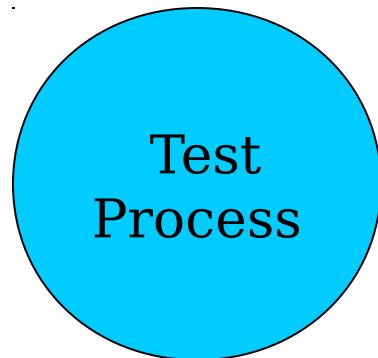
Test and Evaluation

“[The Test and Evaluation process ensures that] weapons systems..., and the systems that support them, meet or exceed operational requirements in terms of effectiveness and suitability and are ready for fielding [using] realistic, cost-effective, and credible... programs through all phases of the acquisition and fielding process.”

From Defense Acquisition Deskbook; AF Policy Directive 99-1; “Test and Evaluation Process;” 22 July 1993.
Section 1.1

- The Air Force Acquisition and Sustainment Enterprise

Test and Evaluation



- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation

Definition:

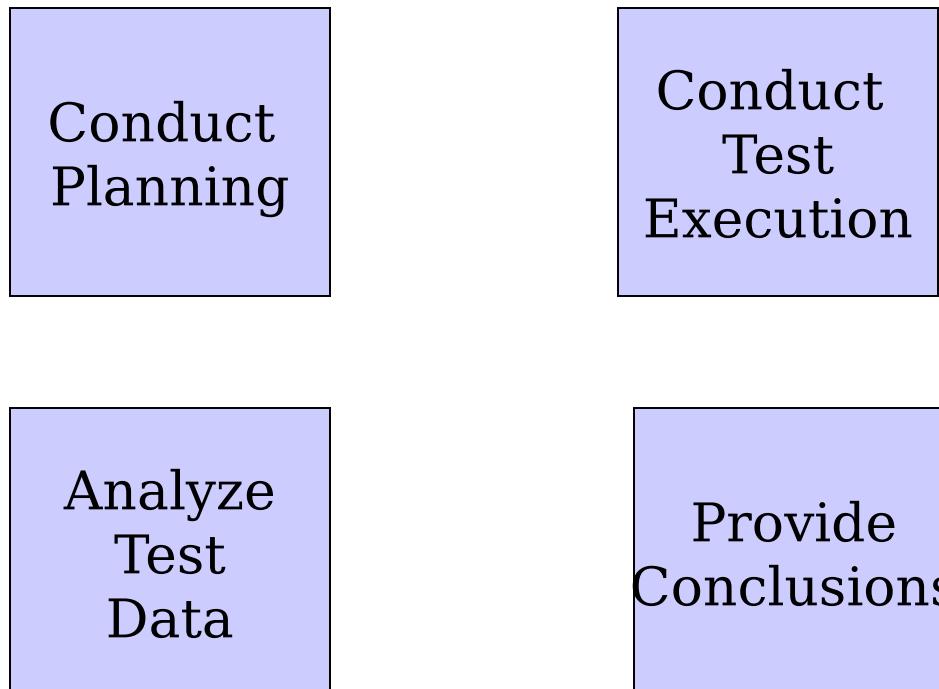
Test Process

“The deliberate and rational generation of data, which concerns the nature of the emerging system, and the creation of information useful to the technical and managerial personnel controlling its development.”

From: Defense Acquisition Deskbook
March 98, Test and Evaluation Process
Section2.8.1

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation

Test Process

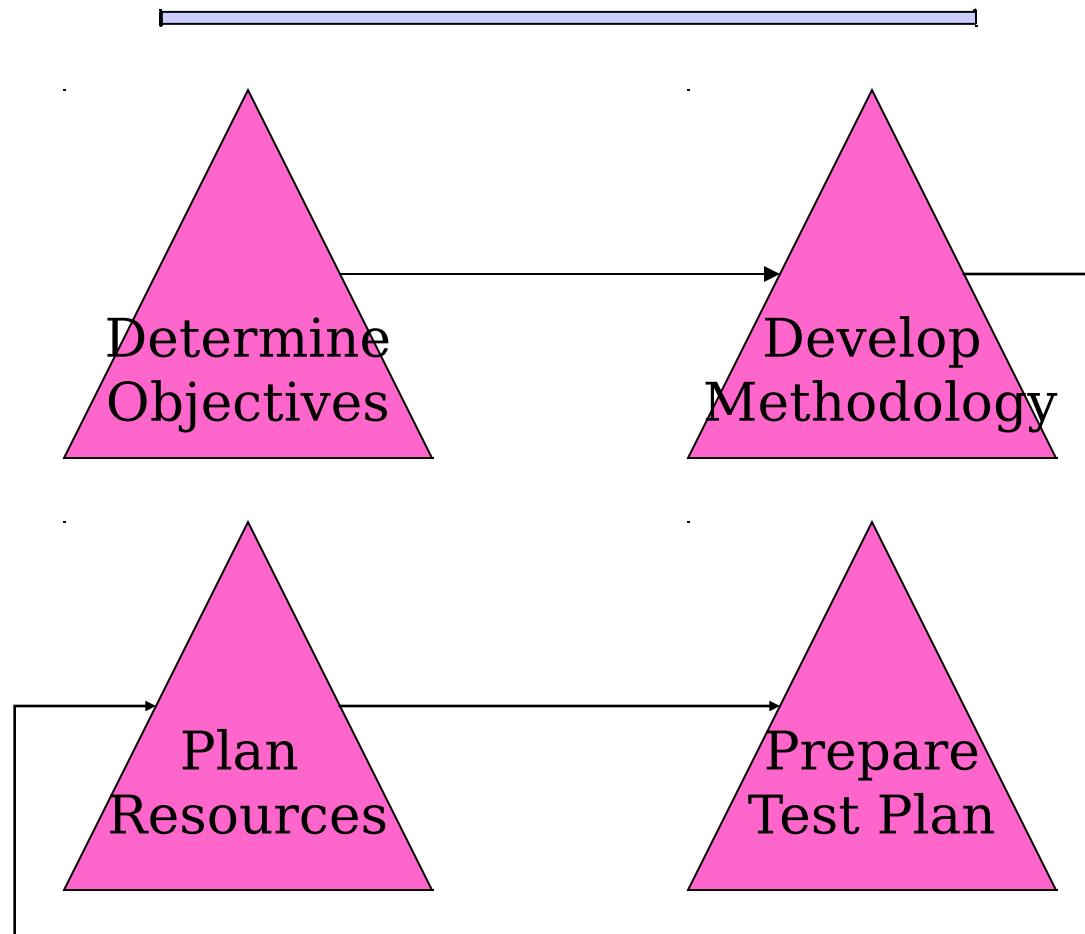


From DAD; Discretionary Documents; AF Documents;
AF Miscellaneous; CPAT -- Test and Evaluation; Dec 96; Fig 1.2



- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process

Conduct Planning



From DAD; Discretionary Documents; AF Documents; AF Miscellaneous; CPAT -- Test and Evaluation; Dec 96; Fig 1.2



- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process
- Conduct planning

Definition:

Determine Objectives

“Objectives are levels of performance ... that if achieved, will provide measurable benefits of ... operational capability”

From DSMC Test and Evaluation
Management Guide, Page 13.5, para
13.4.4.1

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process
- Conduct planning

Definition:

Plan Resources

“[Resource planning encompasses] all resources needed to support the entire test and evaluation process, including but not limited to: contractor test facilities, test ranges, manpower, training”

From DAD; Mandatory Documents; Air Force Documents; 99 series -- Test and Evaluation; AF Policy Directive 99-1, Test and Evaluation Process, July 93, Atch 2, A2.7

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process
- Conduct planning

Definition:

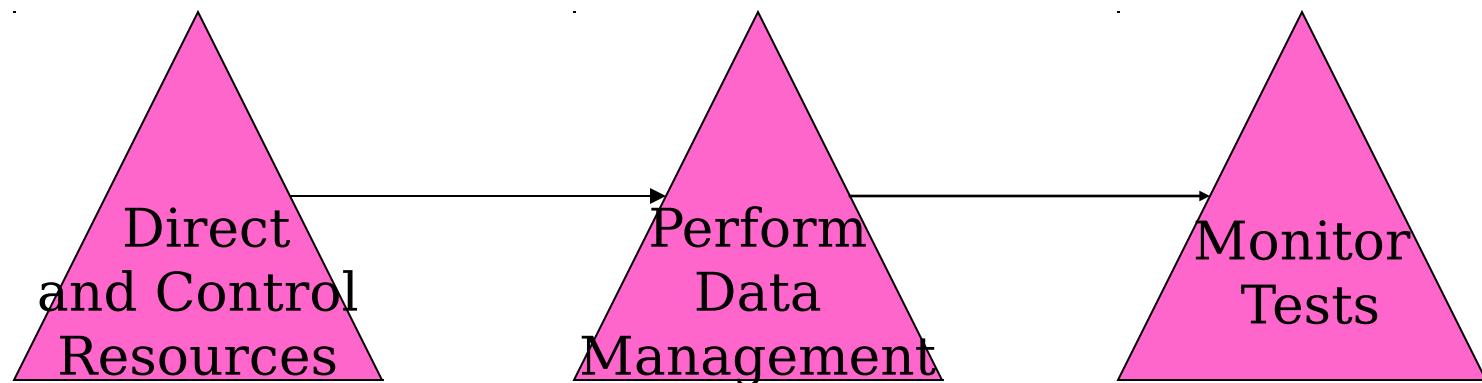
Prepare Test Plan

“ The test plan is the vehicle that translates a test concept and statistical/analytical test design into concrete resources, procedures and responsibilities.”

From DSMC Test and Evaluation
Management Guide, Mar 98, Page 5-9,
para 5.5.4

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process

Conduct Test Execution



From DAD; Mandatory Documents; AF Document; 99 Series; AF Instructions 99-101, Developmental Test and Evaluation, Nov 96, Section B --Executing Tests and Evaluations, para 7.4 - 7.6

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process
- Conduct Test Execution

Definition:

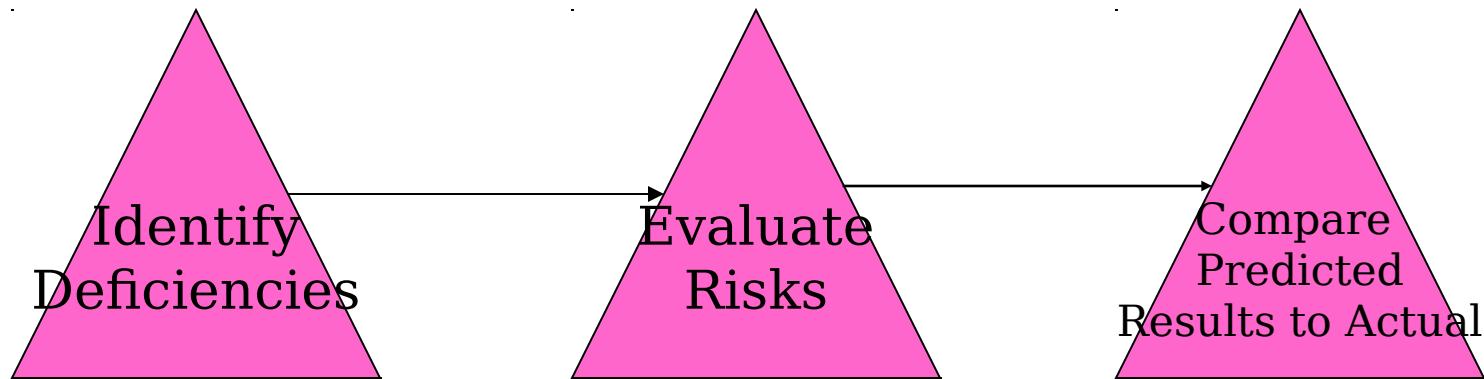
Perform Data Management

“ [Managing data is the activity of] acquiring, monitoring, controlling, and assuring the quality of test data.”

From DAD; Mandatory Documents; AF Document; 99 Series; AF Instructions 99-101, Developmental Test and Evaluation, Nov 96, Section B --Executing Tests and Evaluations, para 7.6

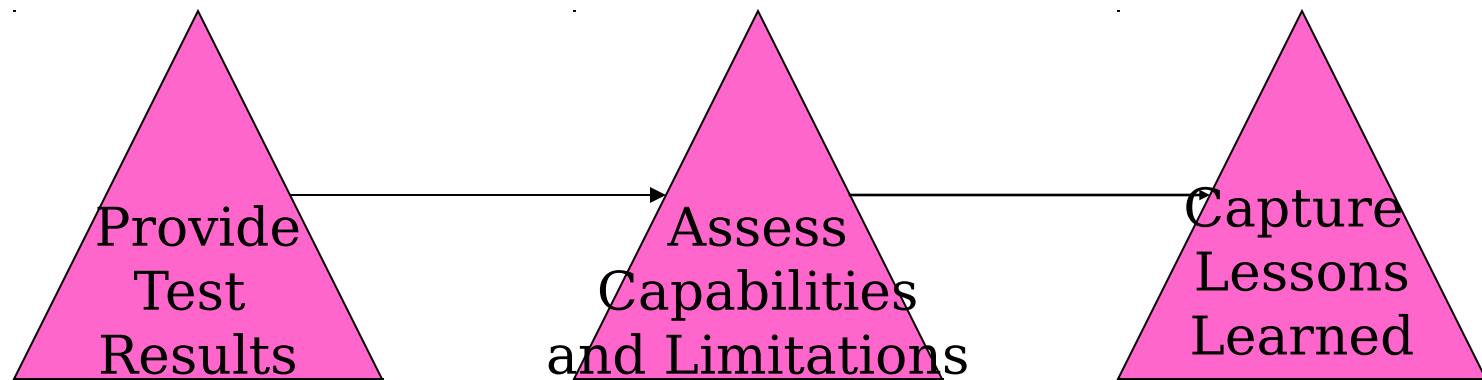
- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process

Analyze Test Data



- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process

Provide Conclusions



From DAD; Mandatory Documents; AF Document; 99 Series; AF Instructions 99-101, Developmental Test and Evaluation, Nov 96, Section B --Executing Tests and Evaluations, para 8.1

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation
- Test Process

Quote:

Provide Conclusions

“Test and evaluation reports play an important role in the decision-making process for weapon systems acquisition. They must be timely, factual, concise, accurate and complete. Test and evaluation reports will ... provide test results ... Assess capabilities and limitations”

From DAD; Mandatory Documents; AF Document; 99 Series; AF Instructions 99-101, Developmental Test and Evaluation, Nov 96, Section B --Executing Tests and Evaluations, para 8.1

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation

Definition:

Long Range Planning

“...long range planning [is conducted] to ensure adequate T&E infrastructure and processes are in place to support future technologies and acquisition programs.”

From Defense Acquisition Deskbook; AF Instruction 99-101; “Developmental Test and Evaluation;” 1 November 1996.
Section 3.10

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation

Long Range Planning

- The Air Force Acquisition and Sustainment Enterprise

Definition:

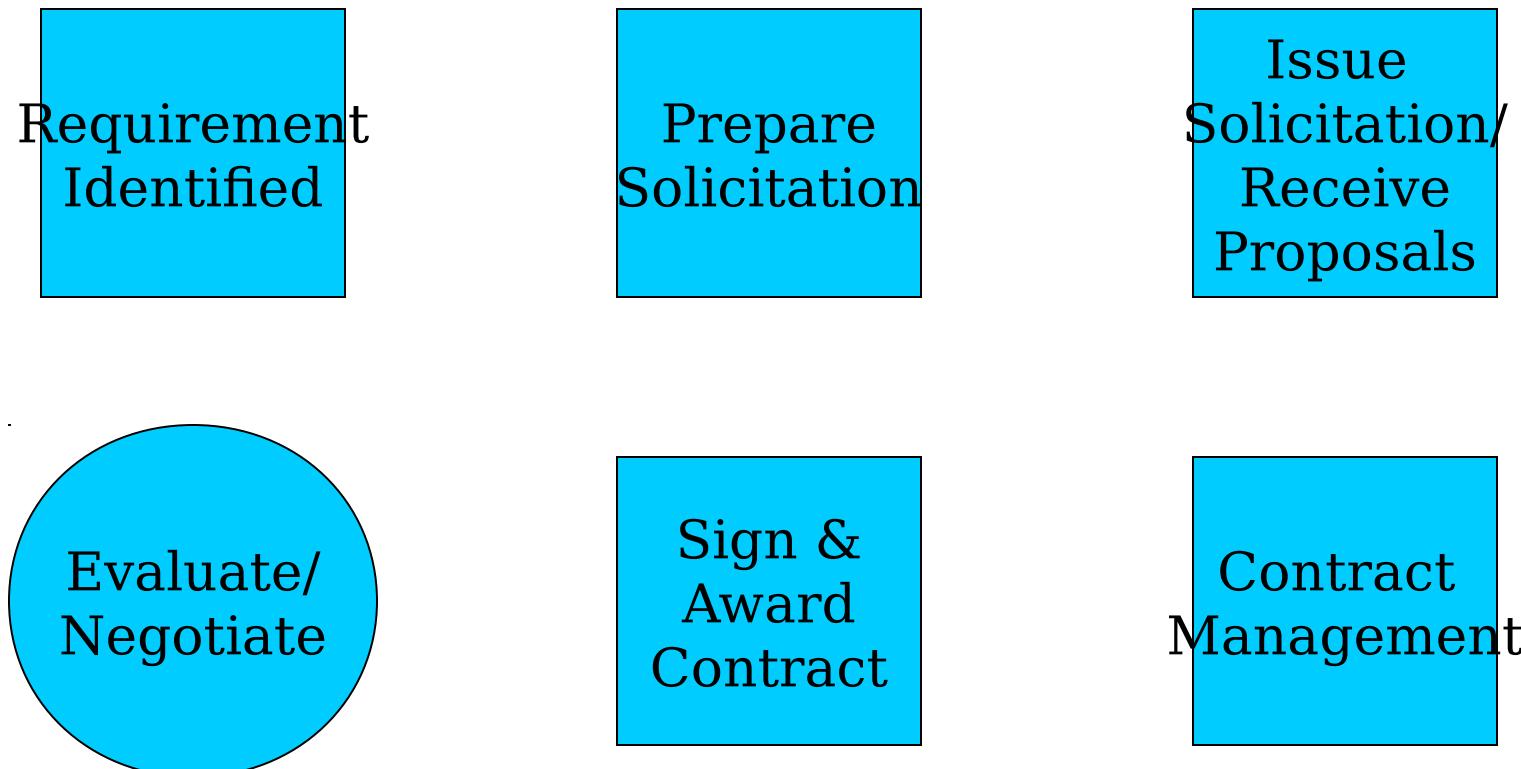
Contracting

The contracting system “acquire[s] the supplies and services essential to... daily [Air Force] operations and [the] warfighting mission... at reasonable prices [while meeting] statutory and regulatory requirements. ”

From Defense Acquisition Deskbook; AF Policy Directive 64-1; “The Contracting System;” 29 March 1993. Section 1.1

- The Air Force Acquisition and Sustainment Enterprise

Contracting



- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Definition:

Requirement Identified

“ ”

From

- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Definition:

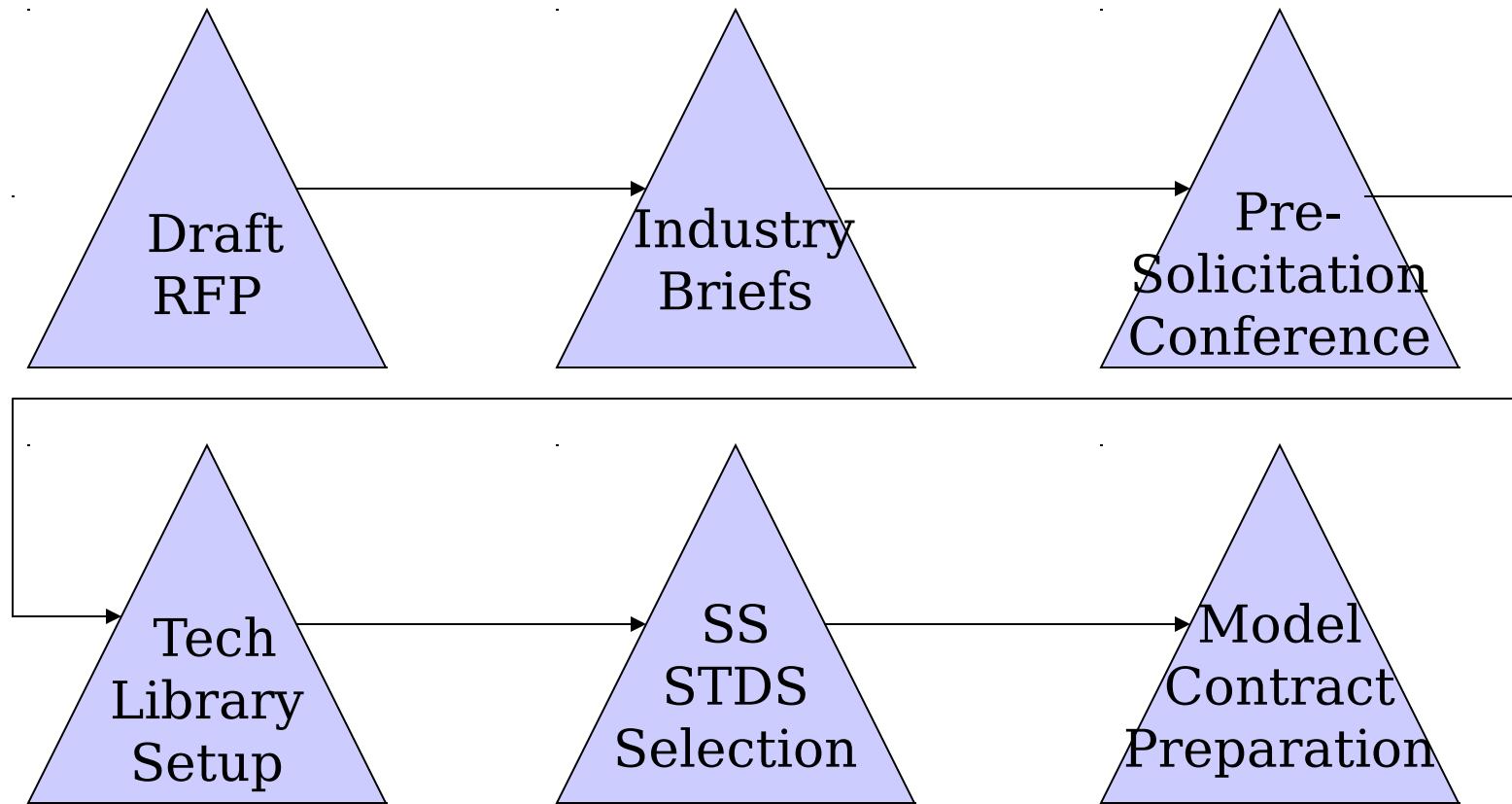
*Prepare **Solicitation***

“The solicitation is the medium used by the contracting office to communicate government requirements to prospective contractors and solicit proposals, quotations or bids from them.”

From Defense Acquisition Deskbook;
“Outsourcing Guide for Contracting;” June
1996. Solicitation.

- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Prepare Solicitation



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Prepare Solicitation

Draft RFP

What questions do I ask?	Where do I get information?	Is this source currently part of a digital environment?
What are the contractors bidding for?	MAJ COMs/HQ	No
What information are we seeking in the proposals?	MAJ COMs/HQ Previous Proposals	No Yes
Who might bid on the RFP?	Previous Proposals	Yes
What is the timetable for the proposals?	MAJ COMs/HQ	No

How do we make this information available in an integrated digital environment?

- Web-based request systems
- E-mail



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Prepare Solicitation

Industry Briefs

What questions do I ask?	Where do I get information?	Is this source currently part of a digital environment?
What do the industry representatives want to know?	Records of past briefings RFP Pre-submitted questions	In-house digital environment No, except e-mail
Who should attend the briefing?	Records of past briefings	In-house digital environment
How do I run an industry briefing?	Records of past briefings	In-house digital environment
How can I use information from the briefing?	Records of past briefings	In-house digital environment

How do we make this information available in an integrated digital environment?

- Corporate Memory
- E-mail

- The Air Force Acquisition and Sustainment Enterprise
- Contracting

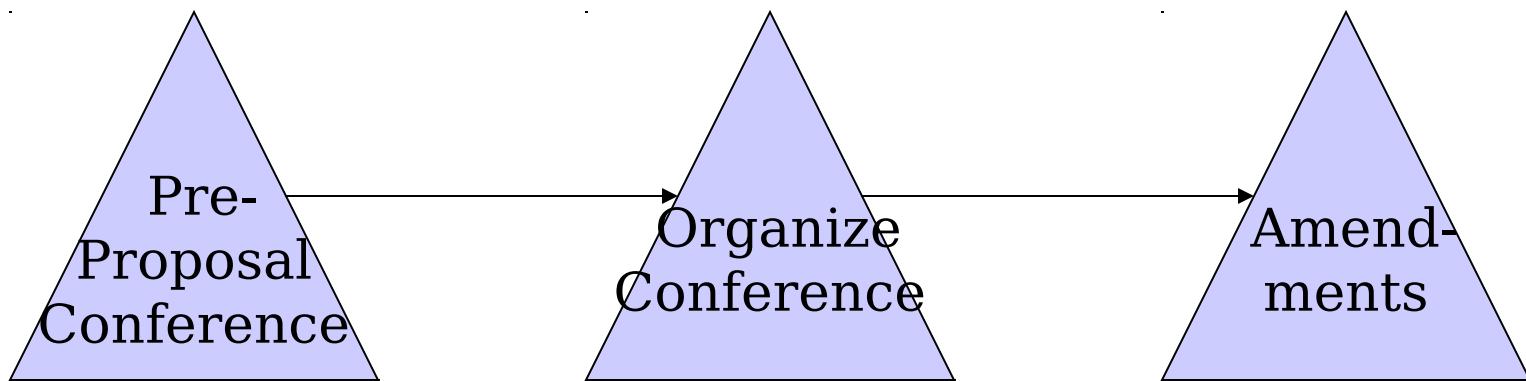
Definition: *Issue Solicitation/Receive Proposals*

“ ”

From

- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Issue Solicitation/ Receive Proposals



- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Definition:

Evaluate/Negotiate

“Proposal evaluation is an assessment of both the proposal and the offeror's ability to successfully accomplish the prospective contract”

From Defense Acquisition Deskbook;
Description; “Evaluate Proposals.”

- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Definition:

Evaluate/Negotiate

“Negotiations are exchanges, in either a competitive or sole source environment, between the Government and offerors, that are undertaken with the intent of allowing the offeror to revise its proposal. These negotiations may include bargaining, [which] includes persuasion, alteration of assumptions and positions, [and] give-and-take, and may apply to [any] terms of a From Defense Acquisition Deskbook; Description; “Negotiate Proposed Contract.” proposed contract.”

- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Evaluate/Negotiate

Conduct
Technical
Evaluation

Conduct Oral/
Written
Discussions
& Evaluations

Obtain
Business
Clearance

Evaluate/
Select Most
Appropriate
Proposal

Obtain Best
& Final
Offers

Compare
With
In-House
Estimate

- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Quote:

Conduct Technical Evaluation

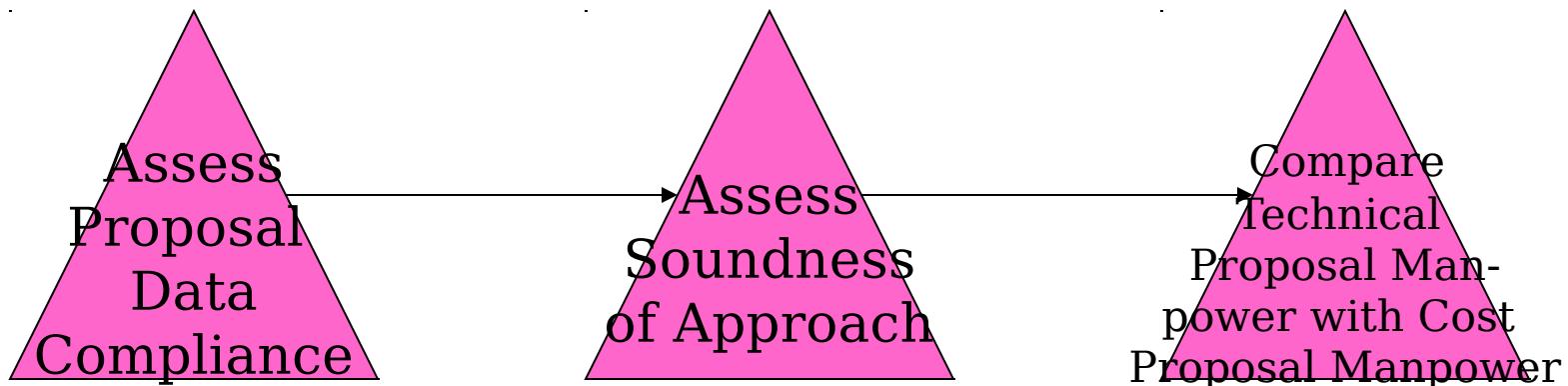
“Each technical evaluation area will be evaluated to assess proposal data compliance and soundness of approach. Soundness of approach is more important than proposal data compliance.

“During the technical evaluation process, comparisons are made between manpower proposed in the technical proposal and manpower costed in the cost proposal (raw numbers only). The presentation of manpower in both proposals should be in a format to allow this comparison to be made easily. The purpose of this comparison is to ensure manpower presented ~~to the technical team~~ matches that presented in the ~~cost proposal~~ as to numbers and skill levels in each ~~functional area of the~~ organization proposed.”

~~For the DAF Acquisition Documents; AF Documents; AF Miscellaneous; Outsourcing Guide for Contracting; June 1996 Appendix A, 4.1.b~~

- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Conduct Technical Evaluation



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Definition:

*Conduct Oral/Written
Discussions and*

Negotiations

“Agencies shall use competitive negotiations for acquisitions where the quality of performance over and above the minimum acceptable level will enhance agency mission accomplishment and be worth the corresponding increase in cost. This approach will apply to most technical and professional services.”

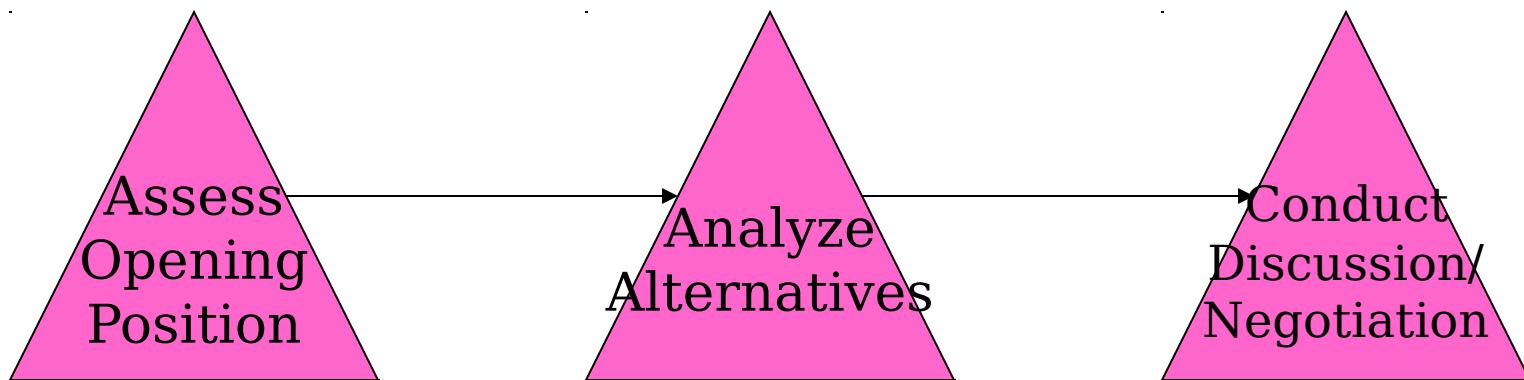
From DAD; Discretionary Documents; AF Documents; AF Miscellaneous; Outsourcing Guide for Contracting; June 1996 --- Policy Letter 91.2

(Service Contracting, April 9 1991); Policy: C



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Conduct Oral/Written Discussions and Negotiations



From the Experience of Bryan Townsend, TA, Negotiation & Conflict Management course,

79



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Quote:

Obtain Business

~~Clearance~~

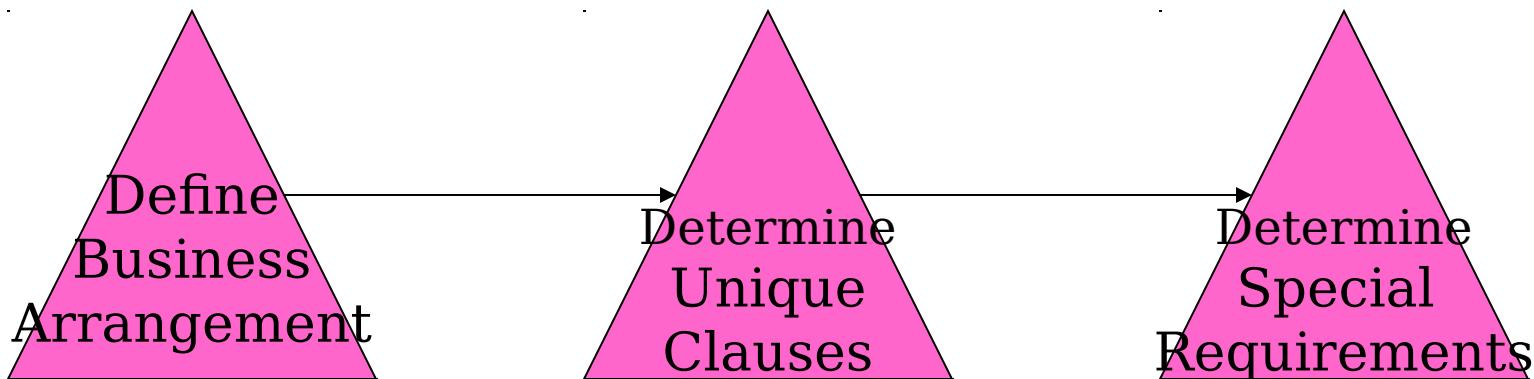
“Keep in mind that approval of the negotiation objective involves more than approval of the bottom-line numbers; it covers the entire business arrangement, including unique clauses and special contract requirements. These items need to be included in the Request for Business Clearance (RBC).”

From DAD, Information Structure Files,
Wisdom and Advice, AFMC - Business
Clearance Is More Than Numbers

- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Obtain Business

Clearance



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Quote:

Evaluate>Select Most Appropriate

Proposal

“Obviously, the evaluation criteria, along with the technical specifications in the RFP, drive the solutions proposed.

Therefore, it is incumbent upon the Government to evaluate the proposal in accordance with the methodologies and criteria stated in the RFP [to avoid protests of favoritism or lack of due process].

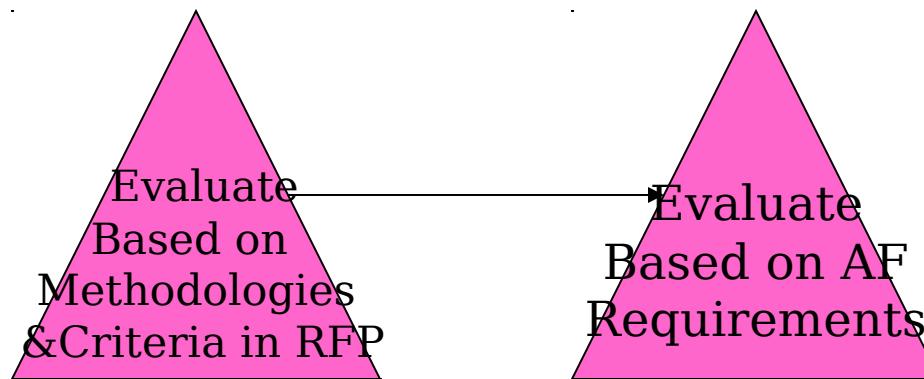
“It is just as important that the evaluation methodologies and criteria enable the selection of the proposal and bidder that best meets the Government's requirements for the benefit of the program. Any criteria that force ~~a selection other than this~~ need to be removed.”

From: DAD, Guidelines for Successful
Acquisition and Management of Software
Intensive Studies; Volume 1 – Version 2.0;
June 1996. --- Chapter 13; Addendum A;
Lessons Learned; 12



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Evaluate>Select Most Appropriate Proposal



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Quote:

Obtain Best & Final Offer

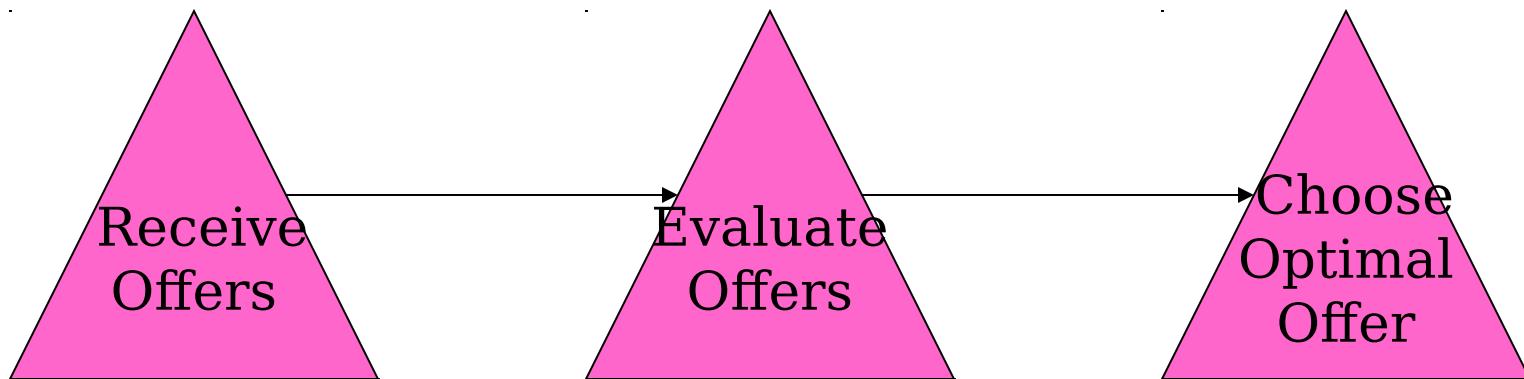
“If discussions/negotiations were conducted, Best and Final Offers must first be received and evaluated before opening the government estimate.”

DAD; Discretionary Documents; AF Documents; AF Miscellaneous; Outsourcing Guide for Contracting; June 1996 --- Acquisition Process; Methods of Procurement; Competitive Proposals 84



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Obtain Best & Final Offers



- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Quote:

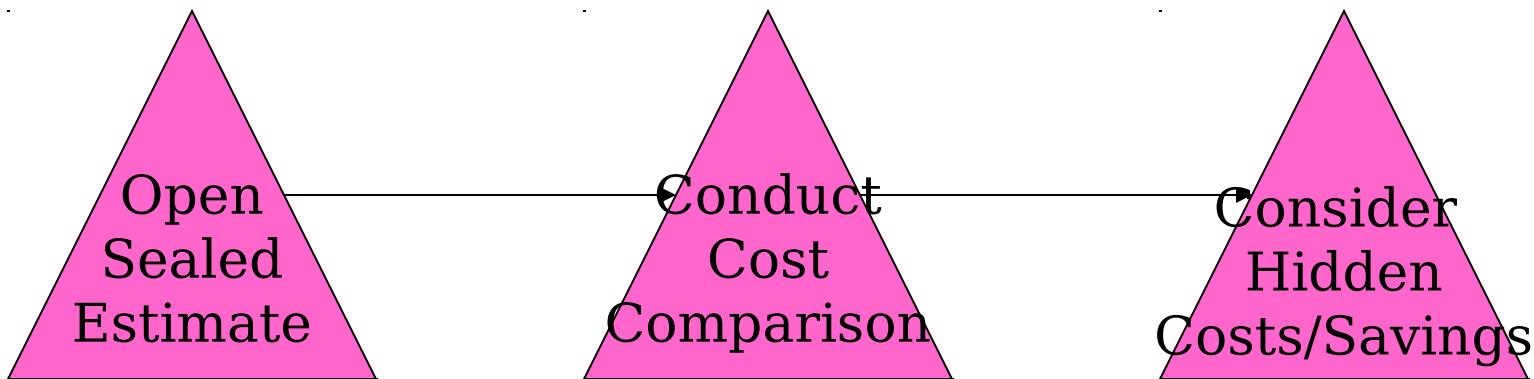
Compare With In-House Cost Estimate

“The contracting officer will then, before public announcement, open the sealed government estimate and technical proposal in the presence of the preparer, enter the amount of the most advantageous proposal on the cost comparison form, and return the form to the preparer of the government cost estimate for completion... The preparer shall give due consideration to all types of costs which could add or subtract from the cost of either mode of performance.”

From DAD; Discretionary Documents; AF Documents; AF Miscellaneous; Outsourcing Guide for Contracting; June 1996 --- Appendix 4; M903; 4;b.

- The Air Force Acquisition and Sustainment Enterprise
- Contracting
- Evaluate/Negotiate

Compare With In-House Cost Estimate



- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Definition:

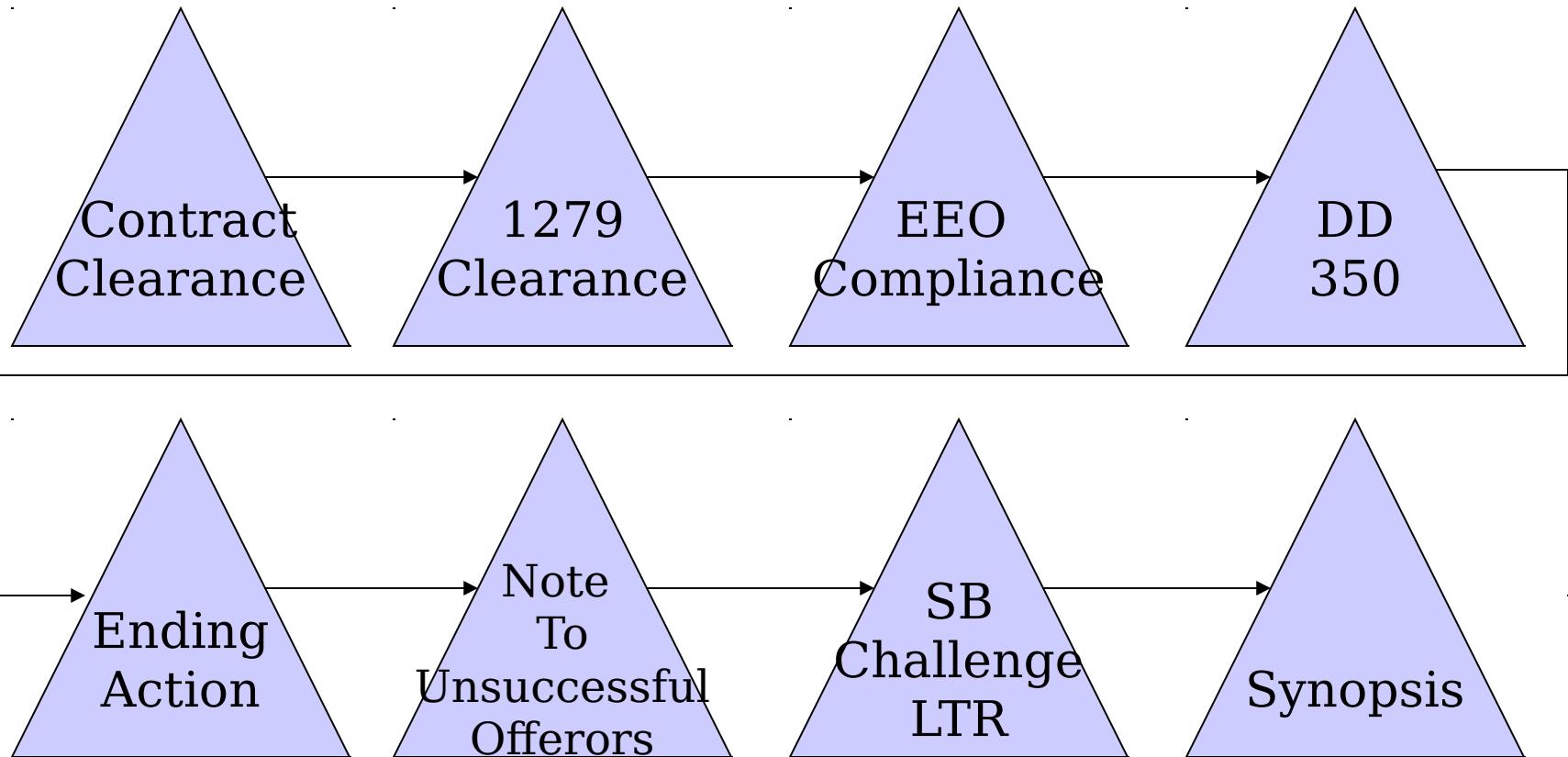
Sign & Award Contract

“ ”

From

- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Sign & Award Contract



- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Definition:

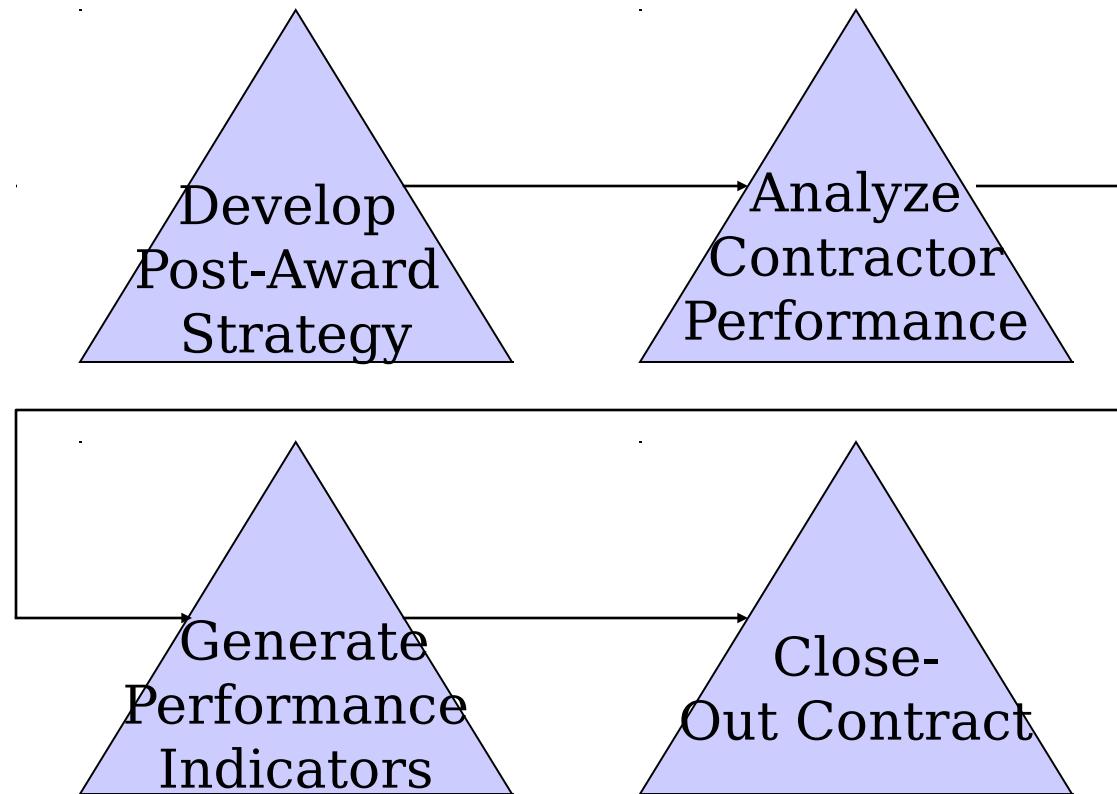
Contract Management

“Contract Management spans the timeframe from contract award through close-out or termination of the contract.”

From Defense Acquisition Deskbook,
Descriptions, “Contract Management.”

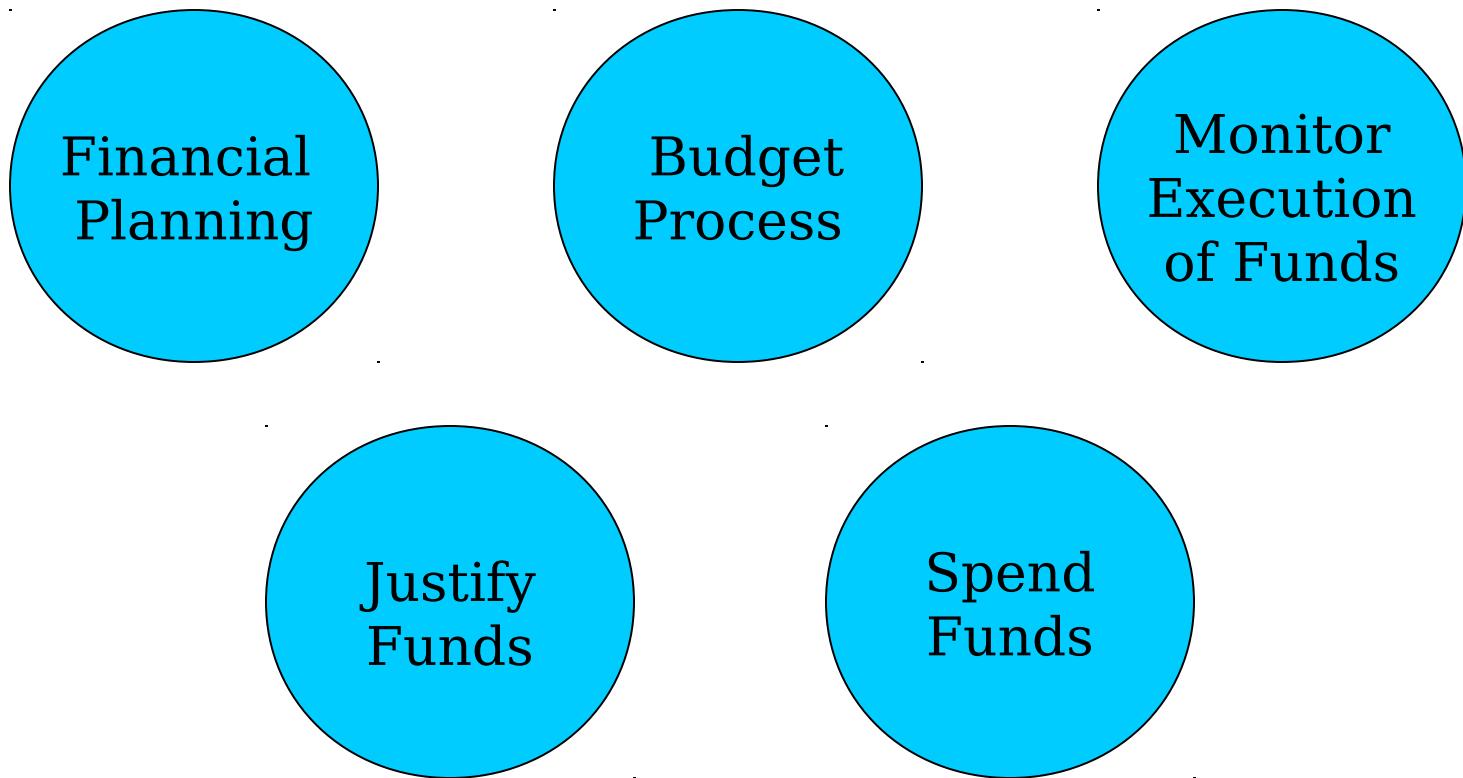
- The Air Force Acquisition and Sustainment Enterprise
- Contracting

Contract Management



- The Air Force Acquisition and Sustainment Enterprise

Financial Management



- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Financial Planning

Determine
Funds
Needed (Cost
Estimates)

Schedule
Commitments,
Obligations, &
Expenditures



- The Air Force Acquisition and Sustainment Enterprise
- Financial Management
- Financial Planning

Quote:

Develop Cost Estimates

“For all ACAT I and IA programs, a life-cycle cost estimate shall be prepared by the program office in support of program initiation (usually Milestone I) and all subsequent milestone reviews.

The life-cycle cost estimates shall be:

1. Explicitly based on the program objectives, operational requirements, contract specifications for the system, and, for ACAT I programs, a program DoD work breakdown structure (WBS) or, for ACAT IA programs, a life-cycle cost and benefit element structure agreed upon by the IPT;
2. Comprehensive in character, identifying all elements of cost that would be entailed by ~~from DOD 5000.2-R section 8.5~~ with development, production, and operation of the system 94 regardless of funding source or management control:...”

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Definition:

Budget Process

“The budget process involves the allocation of resources among competing requirements... in the uses made of the respective appropriations approved by Congress.”

From Defense Acquisition Deskbook;
AFMC Financial Management Handbook;
March 1996 (Includes Change 3); Section
26-5

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Budget Process

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Quote:

Monitor Execution of Funds

“Program Control Office personnel must continuously monitor commitments, obligations, and expenditures information in formal accounting records and compare to program activities to ensure proper recording is made. Immediate action must be taken to resolve any discrepancies. In addition, continuous assessment must be made against the formal forecast provided to the financial plan to ensure program activities are on track. Significant variances may need to be provided to the budget staff for their external reporting” (justify funds)

From: DAD, Section 2.E, Command-Wide

Practices: AFMC - Build Obligation and Outlay Forecast

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Monitor Execution of ~~Funds~~

Compare
Records
to Program
Activities

Compare
Actual
Spending
To Formal
Forecast

Resolve
Discrepancies



- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Justify Funds

Explain
Application
of Requested
Funding

Explain
Capability
Program Will
Provide

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Spend Funds

Request Item/
Authorize
Billing*

Ensure
Expenditures
Are
Appropriate

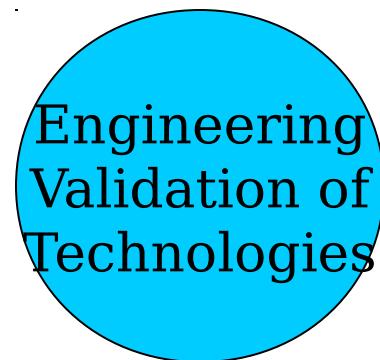
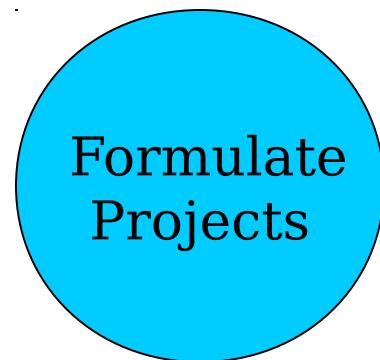
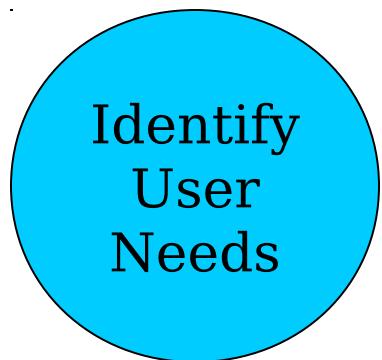
Correct
Billing
Errors

Adapted From Lt. Col. Becky Beaman, July 1998

* This is currently done via a PR or a MIPR.

- The Air Force Acquisition and Sustainment Enterprise

Technology Master Process



- The Air Force Acquisition and Sustainment Enterprise

Definition:

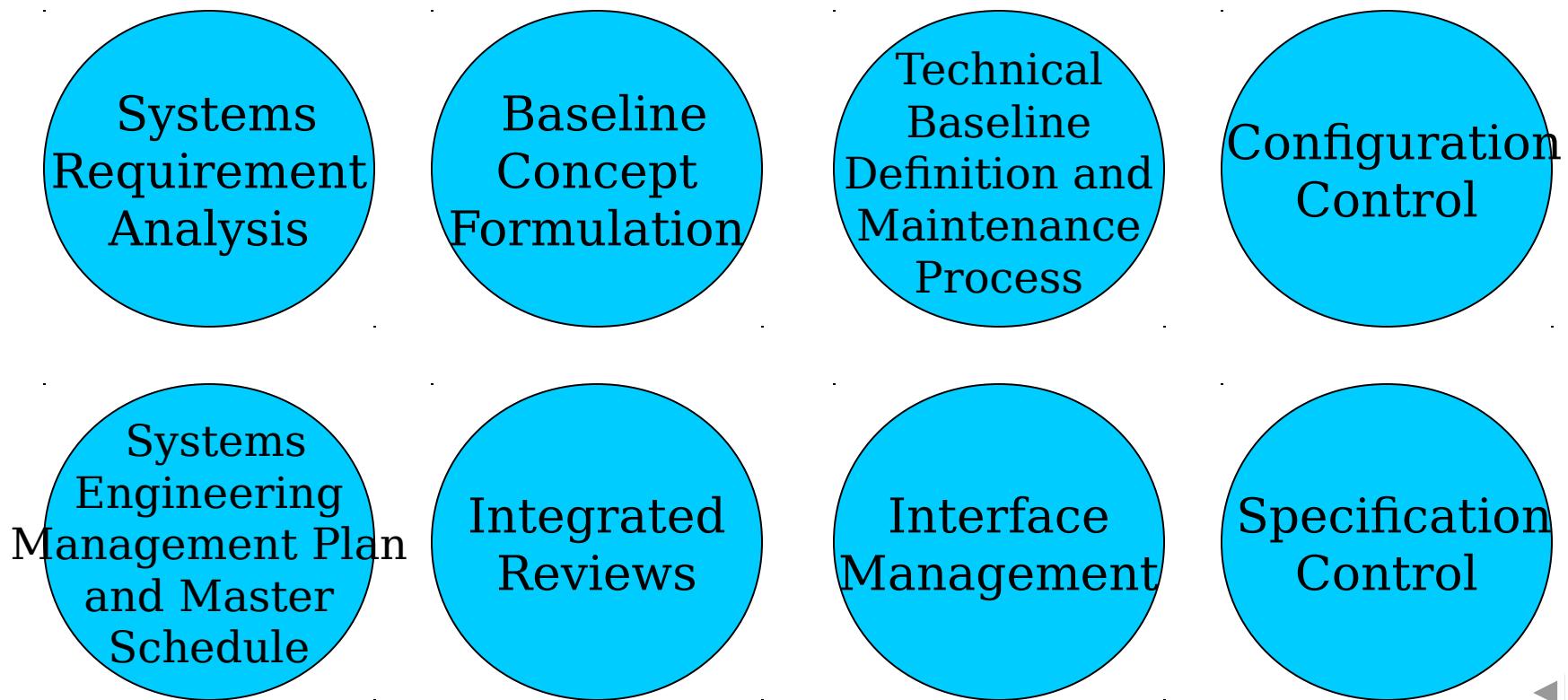
Technology Master Process

“[The] Technology Master Process identifies and selects the critical technologies that must be developed to satisfy... technology needs and, in turn, provide [a] desired new capability”

From Defense Acquisition Deskbook; AF Instruction 10-1401; Modernization Planning Documentation; 22 May 1995; (Attachment 1: Terms)

- The Air Force Acquisition and Sustainment Enterprise

Systems Engineering/ Configuration Management



- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Definition:

Systems Requirement

Analysis

“The System Requirements Analysis process develops the technical requirements for hardware, software, facilities, personnel, procedures, technical data, personnel training, verification matrices, spares, repair parts, and consumables needed to test, deploy, operate, and maintain a system.”

From Defense Acquisition Deskbook;
Descriptions; “Conduct Systems
Requirements Analysis”

- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Systems Requirement Analysis

- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Definition:

Configuration Control

“The configuration control process manages the current configuration baseline which results from the configuration control process.”

From Defense Acquisition Deskbook;
Background Files; “Configuration
Management;” Section B, Configuration
Control

- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Configuration Control

- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Definition:

Systems Engineering Management Plan and Master Schedule

-[The] Systems Engineering Plan [is a] document that describes how acquisition players will manage and conduct their integrated engineering effort. The SEMP includes plans for verification, risk alleviation, analyses, and simulation of the system requirements.”

From Defense Acquisition Deskbook; AF Instruction 99-101; Development Test and Evaluation; 25 May 1994; Attachment 3, Section C:Terms

- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Systems Engineering Management Plan and Master Schedule

Requirements
Analysis

Functional
Analysis &
Allocation

Synthesis

Systems
Analysis
and Control

Transitioning
Critical
Technologies

Integration
of Overall
Systems
Engineering
Effort



- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Definition:

Interface Management

Interface Management determines how the user interacts with equipment. It seeks to define the criteria of “openness, maturity, performance, conformance, and future needs,” and assess these criteria in relationship to customers, suppliers, and the equipment requiring the interface.

From Defense Acquisition Deskbook,
Open Systems Design Guidance and
Procedures

- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Interface Management

Identify
Hardware
& Software
Interfaces

Identify
Existing
Interface
Standards

Identify
Proprietary
& Unique
Interfaces

Minimize Use
of Interface
Options or
Extensions

Consider
Supportability
and Future
Improvements

Analyze
Current
Interface
Market

Assess
Customer
Needs

Assess
Supplier
Capabilities

Assess
TAFIM
Compliance



- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Definition:

Specification Control

“Specification Control ensures that the government assumes responsibility of the appropriate specifications when the design solution is verified and mature. This allows [flexibility for the] contractor while avoiding duplicated government efforts and [ensuring] contractor responsibility.”

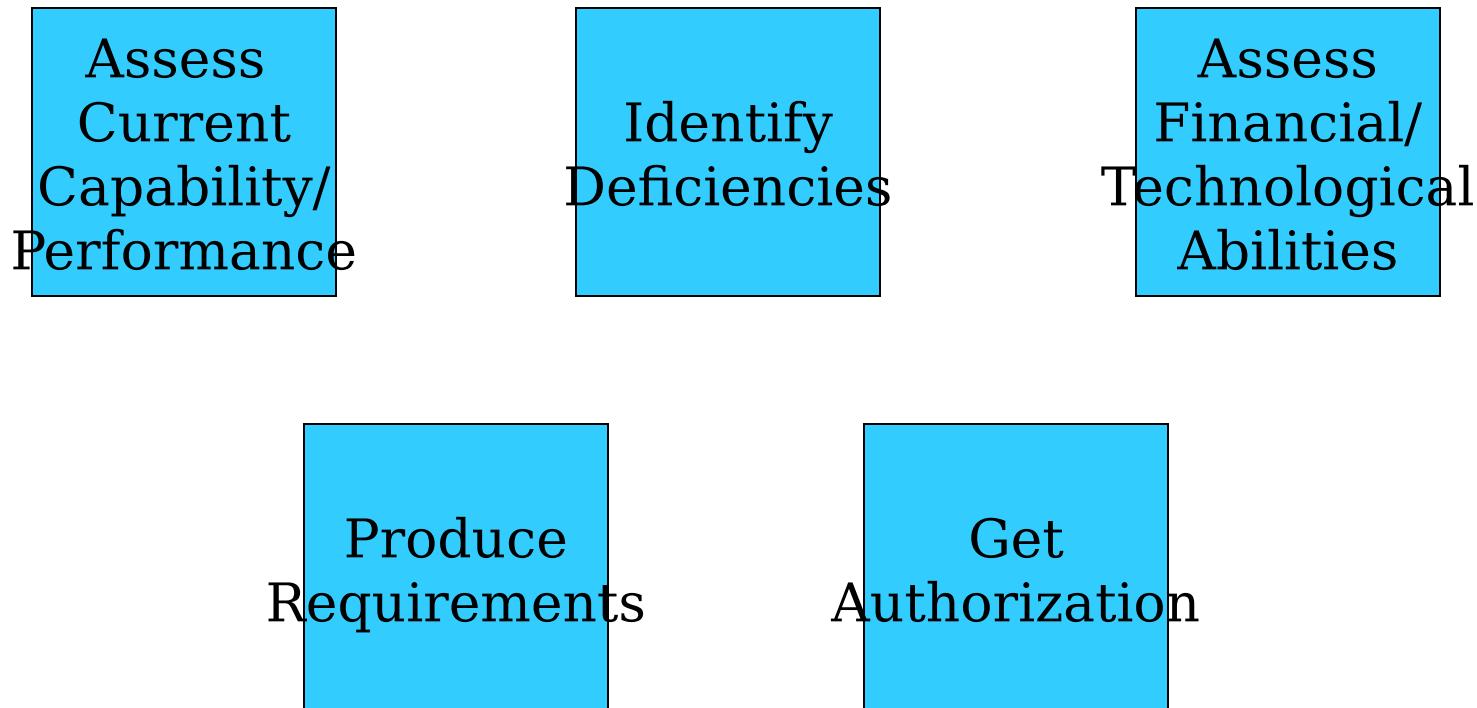
From Defense Acquisition Deskbook;
“Acquisition Initiatives, Sixth Edition;”
October 1995

- The Air Force Acquisition and Sustainment Enterprise
- Systems Engineering/Configuration Management

Specification Control

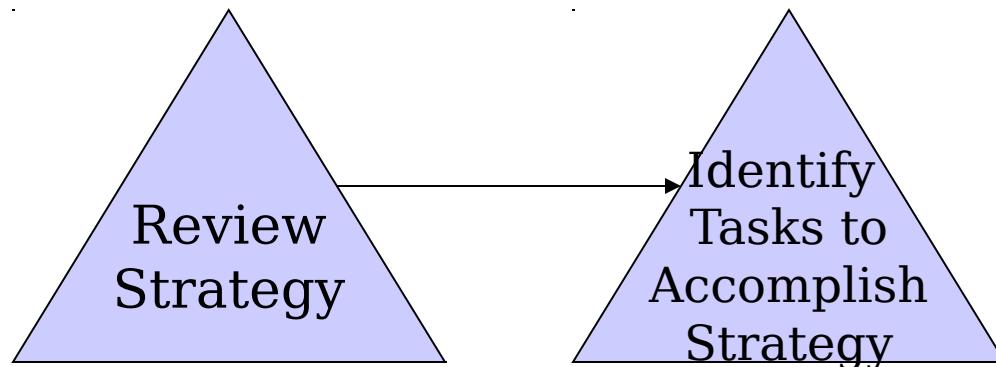
- The Air Force Acquisition and Sustainment Enterprise

Requirements Process



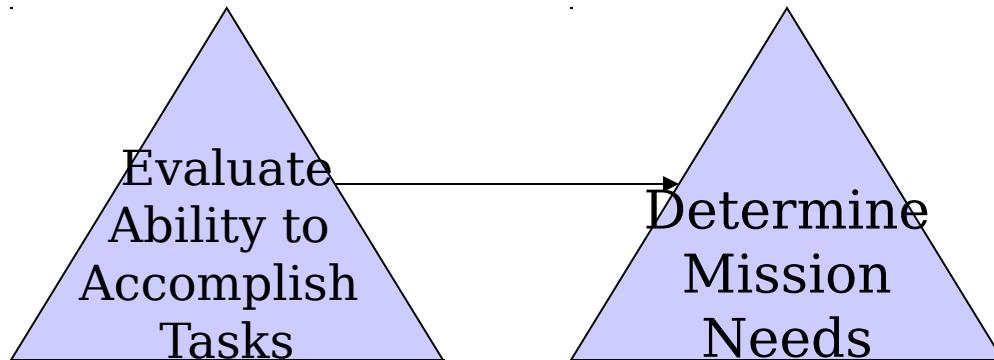
- The Air Force Acquisition and Sustainment Enterprise
- Requirements Process

Assess Current Capability/Performance



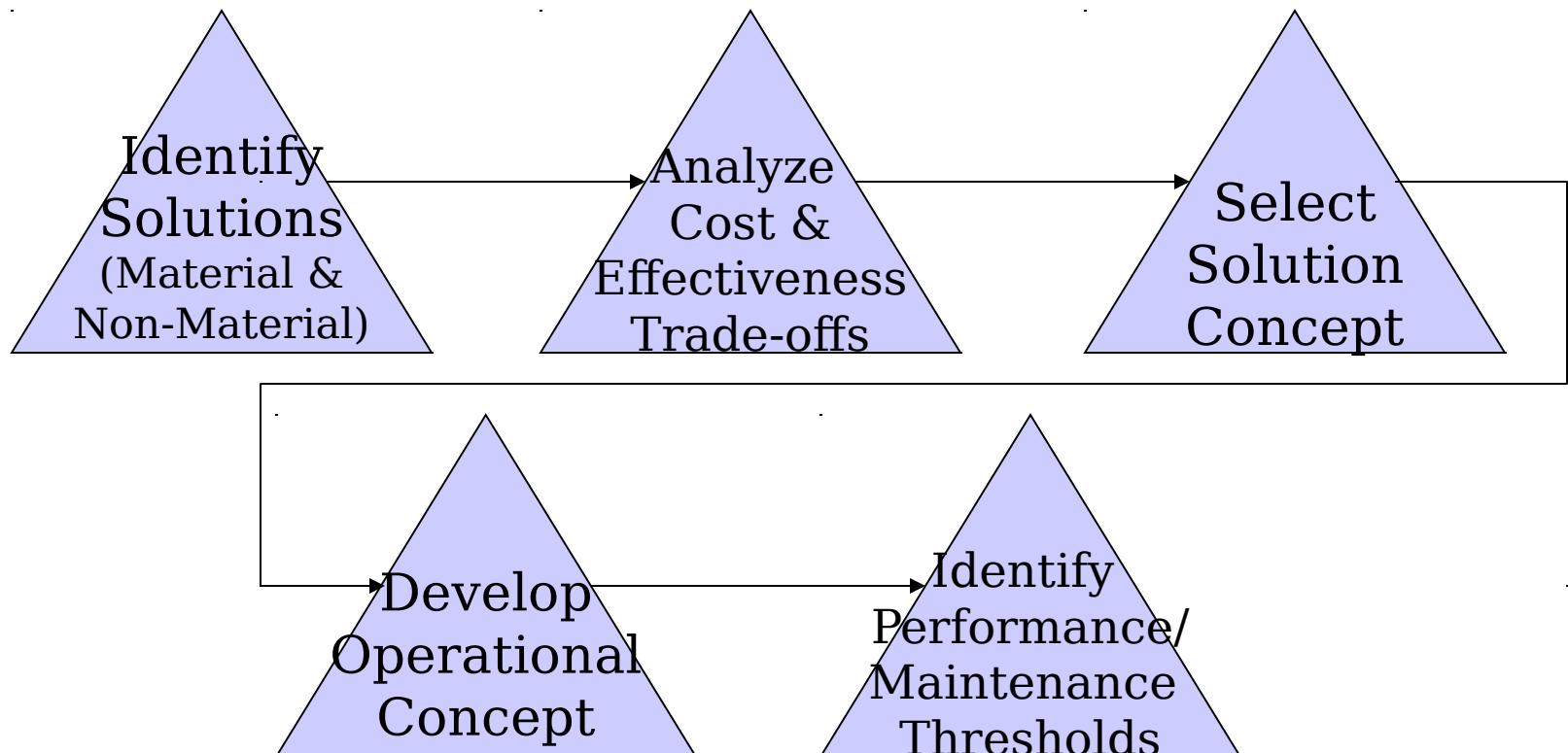
- The Air Force Acquisition and Sustainment Enterprise
- Requirements Process

Identify Deficiencies



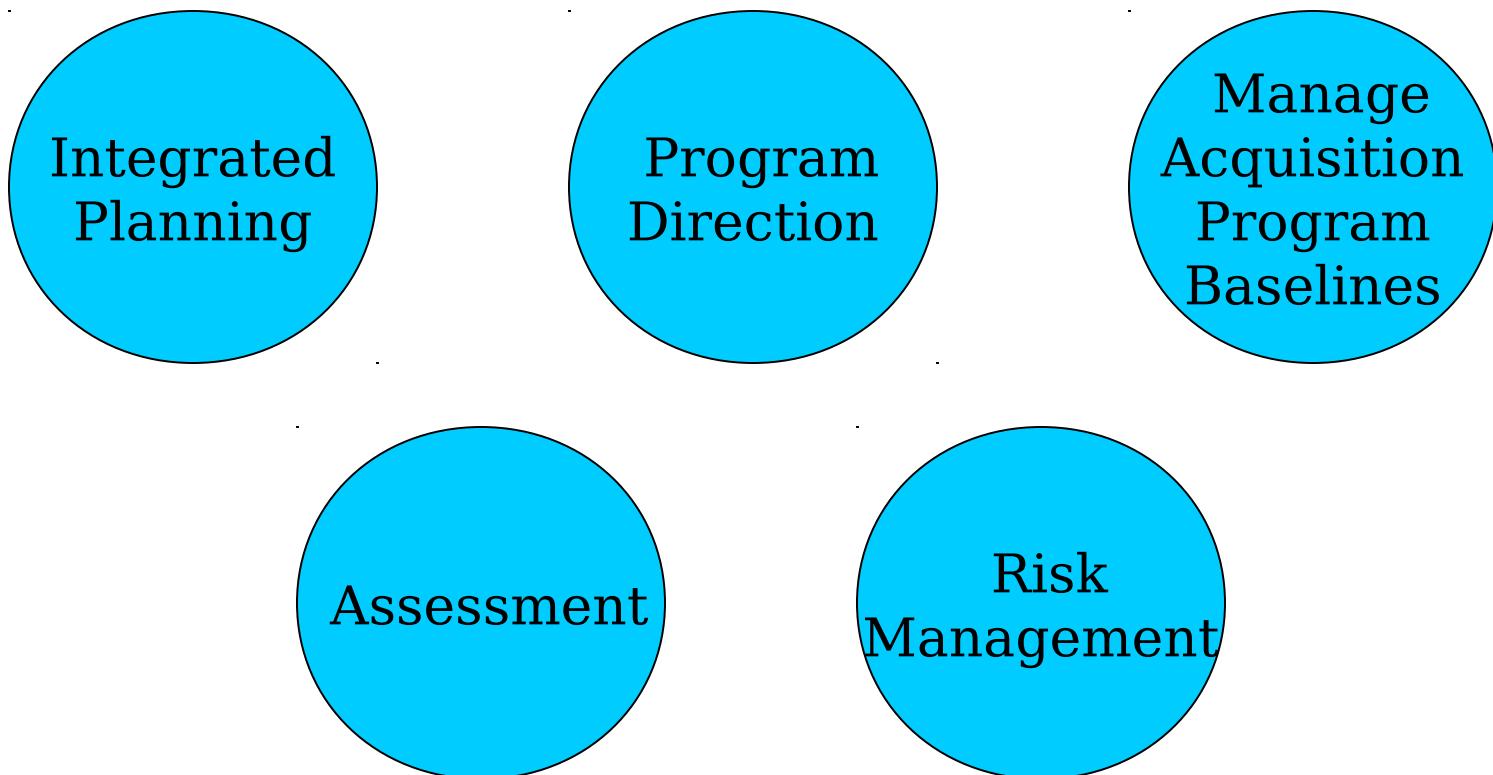
- The Air Force Acquisition and Sustainment Enterprise
- Requirements Process

Produce Requirements



- The Air Force Acquisition and Sustainment Enterprise

Acquisition Management



- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management

Integrated Planning

Single
Acquisition
Management
Plan (SAMP)

Integrated
Logistics
Support
Plan (ILSP)

Interim
Contractor
Support
(ICS)

Acquisition
Plan

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management
- Integrated Planning

Definition:

Interim Contractor Support

“Interim Contractor Support (ICS)... is a cost-effective logistics support alternative for a system or high-cost or risk modification. It allows the Air Force to defer investment in all or part of the support resources such as spares, technical data, support equipment, and training equipment... ICS provides services [between product] delivery and its... commitment in the War and Mobilization Plan.”

From Defense Acquisition Deskbook;
AF Instruction 65-601 - Volume 1;
“Budget Guidance and Procedures;”
21 October 1994. Attachment 1, Section
C: Terms

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management
- Integrated Planning

Interim Contractor

Support

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management

Program Direction

Program
Management
Directive

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management
- Program Direction

Definition:

Program Management

Directive

A Program Management Directive is “the official Air Force document used to direct acquisition or modification responsibilities to appropriate Air Force major commands for the development, acquisition, or modification of a specific weapon system, system, or piece of equipment.”

From Defense Acquisition Deskbook; AF Instruction 10-601; “Mission Needs and Operational Requirements Guidance and Procedures;” 31 May 1994. Attachment 1, Section C: Terms

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management
- Program Direction

Program Management

Directive

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management

Definition:

Manage Acquisition Program Baselines

“[Baselines are] critical reference points in the system acquisition program for measuring and reporting the status of program implementation. Acquisition program baselines shall embody the cost, schedule, and performance objectives of the program.”

From Defense Acquisition Deskbook; AF Instruction 99-103; “Test and Evaluation Process;” 25 July 1994; Section C: Terms.

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management

Manage Acquisition Program Baselines

Cost
Baseline
Management

Schedule
Baseline
Management

Technical
Baseline
Management

- The Air Force Acquisition and Sustainment Enterprise
- Acquisition Management

Assessment

Defense
Acquisition
Executive
Summary

Nunn
McCurdy
Breaches

ASPB
Breaches/
Program
Deviation
Reports

Selected
Acquisition
Reports
(SARs)

- The Air Force Acquisition and Sustainment Enterprise
- Test and Evaluation

Definition:

Resource Usage (Planning)

“Testers must plan and conduct tests to take full advantage of existing or programmed Air Force test resources. Testers should reuse test assets when possible...”

From Defense Acquisition Deskbook; AF Instruction 99-102; “Operational Test and Evaluation;” 22 July 1994; Section 5.3

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Definition:

Cost Analysis

“[Cost Analysis is] an analytical process for developing or assessing resource requirements in terms of cost. The process includes a statement or report of the assessment and related conclusions”

From Defense Acquisition Deskbook; AF Instruction 10-601; “Mission Needs and Operational Requirements Guidance and Procedures;” 31 May 1994; (Attachment 1, Section C: Terms)

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management

Cost Analysis

- The Air Force Acquisition and Sustainment Enterprise
- Requirements Process

Operational Requirements Process

What questions do I ask?	Where do I get information?	Is this source currently part of a digital environment?
What's it for?	MAJCOMs, HQ	No
Are there any systems like it now (in ANY country)?	Intelligence Literature Ask people	No Yes No
What maintenance and equipment is needed?	Info from logistics personnel Info on similar systems	No Yes

How do we make this information available in an integrated digital environment?

- Web Technologies
- E-mail
- Corporate Memory

- The Air Force Acquisition and Sustainment Enterprise
- Requirements Process

Sustaining Engineering

Process

What questions do I ask?	Where do I get information?	Is this source currently part of a digital environment?
What engineering has been done previously to modify this equipment?	Sustainable database records	Yes
Has this type of modification been done before to other equipment?	Sustainable database records	Yes
What are the equipment specs?	Acquisition records	Depends on age, In-house when yes
What do we need to modify?/ What is the modification needed for?	MAJ COMs/HQ	No
What resources do I have to complete my work?	In-house databases	In-house digital environment

How do we make this information available in an integrated digital environment?

- Corporate Memory with search capabilities
- Web-based/e-mail request systems
- E-mail



- The Air Force Acquisition and Sustainment Enterprise
- Requirements Process

Modification Requirements Process

What questions do I ask?	Where do I get information?	Is this source currently part of a digital environment?
What modifications have been designed?	Engineering Specs	Yes
What will the modifications be used for?	MAJCOMs/HQ	No
What modifications have already been made to this equipment?	Engineering Specs Sustainment databases	Yes Yes, In-house only

How do we make this information available in an integrated digital environment?

- Corporate Memory (with search capabilities)
- E-mail

- The Air Force Acquisition and Sustainment Enterprise
- Requirements Process

Definition: *Sustaining Engineering* Process

“Sustaining Engineering programs are used for reliability and maintainability to sustain and improve the design and performance integrity of systems, subsystems, equipment, and programs, as well as engineering to support Embedded Computer System (ECS)... preceding and supporting a modification program.”

From Defense Acquisition Deskbook;
“Modification Planning and
Management;” March 31, 1995

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management
- Budget Process

Definition:

Commitment?

“Commitments are administrative reservations of funds evidencing an intent to incur an obligation.”

From Defense Acquisition Deskbook;
AFMC Financial Management Handbook;
March 1996 (Includes Change 3); Section
29.5

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management
- Budget Process

Definition:

Obligation?

“Obligations are documented transactions which constitute a legal requirement for furnishing of supplies or services and a corresponding requirement for the Government to pay for those items upon completion or delivery.”

From Defense Acquisition Deskbook;
AFMC Financial Management Handbook;
March 1996 (Includes Change 3); Section
29.5

- The Air Force Acquisition and Sustainment Enterprise
- Financial Management
- Budget Process

Definition:

Expenditure?

“Expenditures occur when an invoice or similar document has been received and payment made against it in satisfaction of an obligation.”

From Defense Acquisition Deskbook;
AFMC Financial Management Handbook;
March 1996 (Includes Change 3); Section
26-5